

**QUARTERMASTER
CORPS MANUAL**

QMC 17-6

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**THEATER STUDY
OF
QUARTERMASTER T/O & E's**



**ARMY SERVICE FORCES
OFFICE OF THE QUARTERMASTER GENERAL**

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**ARMY SERVICE FORCES,
OFFICE OF THE QUARTERMASTER GENERAL,
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Quartermaster Corps Manual QMC 17-6 is published for the information and guidance of all concerned.

**E. B. GREGORY,
*Lieutenant General,
The Quartermaster General.***

NUMBERING SYSTEM OF QUARTERMASTER CORPS MANUALS

The assignment of numbers to Quartermaster Corps Manuals is made in accordance with the following numbers assigned to divisions of the Office of The Quartermaster General:

Executive Office _____	QMC 11-
Fiscal Division _____	QMC 12-
Fuels and Lubricants Division _____	QMC 13-
General Administrative Services Division _____	QMC 14-
International Division _____	QMC 15-
Memorial Division _____	QMC 16-
Military Planning Division _____	QMC 17-
Military Training Division _____	QMC 18-
Organization Planning and Control Division _____	QMC 19-
Personnel Division _____	QMC 20-
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Storage and Distribution Division _____	QMC 23-
Subsistence Division _____	QMC 24-
Headquarters, Quartermaster Inspection Service _____	QMC 25-
Market Center System _____	QMC 26-

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TABLE OF CONTENTS

	Page
SECTION I. The Problem.....	1
II. Objective.....	3
III. Methods of Approach—Military Channels..	4
IV. Unit Operation.....	8
V. Facts, Policies, and Guides.....	13
VI. References.....	17
VII. Quartermaster T/O & E.....	17
VIII. Format.....	19

THEATER STUDY OF QUARTERMASTER T/O & E's

This Manual is for the information of officers assigned to service in overseas commands with the mission of obtaining for the use of The Quartermaster General, data essential to the revision of Quartermaster tables of organization and equipment.

SECTION I—THE PROBLEM

1. The factors entering into Quartermaster T/O & E's—mission, capacity, vehicles, armament, personnel, operating, administration, and housekeeping equipment—were originally determined by careful staff study. Many of these tables were prepared prior to the war or in the initial stages of the war. Others were set up to allow for specific urgent missions. Conse-

quently, these tables could not be built on the basis of actual tactical operating experience.

2. However, all Quartermaster T/O & E's have been revised to some extent since the start of the war. These revisions have been based upon the best information available in OQMG. Some of this information came from theater reports, some from the reports of observers who had visited the theaters on other missions. Some came from the comments of returned theater personnel. This information at best, therefore, has been sporadic and nonorganized. Up to the present, no planned or detailed study of the mission, functions, organization, and equipment of all Quartermaster units in theaters of operations has ever been made.

3. Theater commanders have not submitted detailed comments or recommendations for all QM T/O & E's to the War Department; nor as far as is known, have theater commanders made any basic or far reaching changes in Quartermaster units' personnel or equipment. It may be assumed, therefore, that these units are basically correct, both as to personnel and equipment.

4. Theater commanders have, however, made numerous changes in detail; mainly the addition of new or extra items of equipment. Study of the information received indicates that many of these changes have been made to allow one QM unit (sometimes more than one) of a particular type to perform a particular mission which was peculiar to that particular unit (or units) in that particular theater.

5. Some of these changes have been made to apply to all QM units of a particular type in the particular

theater, such changes being necessary owing to conditions which were peculiar to that particular theater. A few changes have been made which study and general experience indicate should apply to all QM units of a particular type, whether at home or abroad.

6. Generally speaking, theater commanders have made these changes in T/O & E's by the assignment of personnel from the theaters' bulk allotment of personnel, and by authorizing the issue of additional equipment from the stocks of class IV theater supply. This procedure has disclosed several material drawbacks:

a. It forces the theater commander to carry out the same reorganization over again every time a unit of the particular type arrives in the theater.

b. Inasmuch as the changes that have been made are not known in Washington:

(1) OQMG cannot set up and equip units destined for a particular theater in the way the commander of that theater wants them set up and equipped.

(2) The theater's bulk allotment of personnel and its stock of class IV supplies are reduced.

(3) Supply planning is dislocated as the requirements for the items of equipment concerned cannot be accurately figured. In the case of some critical items, this might well result in those items becoming unavailable when they are most needed in the theater.

SECTION II—OBJECTIVE

1. The objective of this mission is to obtain information by which the organization, equipment, personnel and functional missions prescribed by T/O & E's will reflect the actual and detailed normal operating conditions existing in the various theaters.

These conditions will be reflected by the preparation of:

a. *Unit special lists of equipment* which will modify the T/O & E of a unit (or units) by the addition or deletion of certain items of equipment in accordance with the specific conditions under which *that unit* operates or will operate *in that particular theater*.

b. *Standard lists of equipment* which will modify the T/O & E of *all units of that type in that theater* by the addition or deletion of items of equipment in accordance with the unique conditions peculiar to *that particular theater*. The Zone of the Interior will equip in accordance with such a standard list of equipment, all new units being sent to that theater, and will employ this list in planning supply activities.

c. *Improved T/O & E's* which will change existing tables by the addition of items determined to be necessary, and the deletion of items determined to be unnecessary, to *all units of that particular type*, whether at home or abroad.

3. It is thought that this objective will best be attained, and that the interest of each theater in particular, and that of the War Department in general, will best be served, by having The Quartermaster General institute whatever change in personnel, structure, and equipment is indicated by field study and contact with QM units concerned.

SECTION III—METHODS OF APPROACH—MILITARY CHANNELS

1. The success of this mission depends to a very large extent upon the cooperation of the theater person-

nel. The right kind of cooperation is obtained only when the personnel concerned thoroughly understand the mission. In all your contacts, therefore, make sure that the person contacted understands that your mission (a) has no "inspections" aspect whatever; and (b) is designed to assist him in carrying out *his* mission. With mighty few exceptions, theater commanders and theater personnel generally will cooperate heartily with any officer whose mission is going to help solve theater problems.

2. When you are gathering information, your attitude should be that of one who lacks theater experience of the points in question, but who has come to one who has the experience and information desired.

3. The foregoing type of "explanation" of your mission is particularly important when reporting in at theater Hq. It should be clear but concise and should include the following points:

a. Name and rank.

b. That you represent the QMG.

c. That the QMG is certain that the T/O & E's of some QM units can be improved to allow the units to better accomplish their functional missions; and that these improvements can be accomplished by change in personnel, structure, and equipment.

d. That the QMG sincerely desires to assist the theater commander by improving the operations of QM units.

e. That you plan with the assistance of the theater commander and his theater personnel, to find the structural and equipment faults that should be corrected, and the suggested methods for correcting them.

f. That you have been trained in the current WD policies governing organization and equipment.

g. That the results of your studies will be submitted to the theater commander through channels, with your recommendations as to what changes should be recommended by the theater to War Department.

4. Your explanation should also include the plan on which you should like to do your work if it is agreeable; together with a discussion of such adaptations as the theater authority may suggest. This should lead to a definite understanding all-around as to how the work will generally be done.

5. Before leaving headquarters, obtain, if possible, the assignment of personal transportation, without which it will be almost impossible to accomplish your mission.

6. Before contacting a QM unit, always report to the interested headquarters of which the unit is a part.

7. *Unit commanders.*—To a very large extent, the unit is the place where you will get the detailed information which you will need to make an intelligent recommendation. In your contacts with the unit commander, therefore, it is important to realize that he and his men are the people who know. They have had practical operating experience. They are specialists in the field represented by the unit. True, they will be biased in that they will be abnormally conscious of their own needs as compared with the needs of others. But they can give you the details of their needs and the reasons for those needs. Those things, when properly evaluated, will tell you what you want to know.

8. Discuss your mission with the unit commander. Get him interested in it. Get his own suggestions and recommendations with the reasons for them. Then get him to suggest other personnel in the unit for you to see and talk with. Get him to agree for you to observe the unit in action and to talk with the enlisted personnel who have experienced the points under discussion. Explain to him, if necessary, that in order to carry weight, your report must be illustrated with incidents and examples, which should come first-hand, from the men.

9. Write up a detailed report for each unit and discuss it with the CO. Note down whatever suggestions or objections he may have. He may be reluctant to sign a report, but he will give you his opinion of it, which you should note.

10. When you have completed your observation of one type of QM unit, analyse the unit reports, as a basis for your recommendations. Before deciding on any recommendation, consider each of the following:

- a.* Is the change essential?
- b.* Will it change materially the assigned mission of that type of unit?
- c.* Will it materially affect the efficient performance of the assigned mission of the unit?
- d.* Does it involve a QM function, or the function of some other technical service?
- e.* Does it reflect a local situation prevailing in one unit, in several units, in all of that type of unit, or in all QM units?
- f.* Is the change feasible within your knowledge of availability, raw materials, manpower, production

facilities, personnel allotments, and transportation available?

g. Should it involve (a) a unit special list of equipment, (b) a standard list of equipment, (c) an existing T/O & E or (d) operational project equipment?

11. On the basis of the foregoing points, prepare a detailed recommendation for the type of unit concerned; and, if any, for each particular unit for which you decide to recommend a unit special list of equipment. The recommendation should be prepared for the commander of the command under which the unit or type of unit is controlled.

12. It is most desirable that you carry—or at least, follow—your recommendations personally to each echelon which will review them, right up to theater headquarters. The main reason for this is that you will be available at each echelon to explain and clarify any points on which doubt or confusion may arise. The details of how to conduct this “follow through” according to theater practice or custom can be ascertained in the theater.

13. If possible, conduct this “follow through” procedure as soon as you have completed your study of one type of unit. When each recommendation leaves theater headquarters for the War Department, select another type of QM unit and follow the same procedure all over again.

SECTION IV—UNIT OPERATION

1. In carrying out the mission of observing QM units operating in the field, look carefully for information which bears on the following points:

(a) *Duties of the individual specialist.*—What he actually does; what the MOS number assigned to his job calls for; the suitability of the grade he holds.

(b) *Major assignment of unit.*—Does it line up with the intended job on which the T/O & E was based; does it require the assignment of additional specialists?

(c) *Frequency of unusual assignments.*—Do these occur more often than regular work for which unit was designed; how do these assignments differ from the regular work of the unit?

(d) *Frequency of unusual capacity demands.*—How great are these excess demands; how frequent?

(e) *Need for capacity expansion.*—Determined by present frequency of overload balanced against the complexity of the problem of reequipping the unit to permit greater capacity, should additional units take on extra load, or could unit be redesigned?

(f) *Means of accomplishing this expansion.*—What equipment, what additional men, if any, would be necessary?

(g) *Unused capacity.*—Could unit handle more; should size be reduced to fit the task the unit is called on to perform; could a different distribution or dispersion of the unit by platoons and sections accomplish more work? Or vice versa?

(h) *Adequacy of tools for present job.*—Are sizes correct; enough of them; do they break easily and wear out too soon?

(i) *Improvised tools and equipment.*—Describe such locally improvised equipment as you may observe; how efficient it is; obtain drawings of it if at all possible; could it be built into existing equipment; show how it

is set up in relation to other pieces of equipment; why is this equipment necessary?

(j) *Changes to existing equipment.*—Suggested changes made by personnel in the unit; changes recommended by observed deficiency in the operation of the unit; could equipment which has already been produced but which is not issued this unit be used to remedy the deficiency in the operation of the unit.

(k) *Tools and equipment seldom used.*—Frequency of use; stand-by equipment, if present in the unit; equipment observed to be seldom used; equipment which, by redesigning the operations method, could be eliminated; equipment which the unit commander says is seldom used.

(l) *Class IV equipment and supplies in general use.*—Possibly comprehensive information on this point can be obtained from theater personnel; observation of usage in the unit is also valuable; is road making, jungle clearing, lumbering equipment in more or less constant use?

(m) *Substitutions.*—Made for lack of proper equipment; made because of preference over regularly authorized equipment.

(n) *Sufficiency of allowance of expendable supplies.*—Observations similar to the above applied to the materials used in the production or service process performed by the unit—soap for a laundry, for example. What locally procured substitutions are made; what is the extent of local procurement?

(o) *Operation of unit in conjunction with other QM units.*—Comment on any combinations of QM units noted except the usual ones; do combinations with other

units affect the need for any of the tools, equipment, and supplies now allowed each separate unit; in this connection, comment on the operation of the 500-series T/O & E's needed.

(p) *Special theater requirements of equipment.*—Is the equipment said to be necessary required because of conditions which are general in the theater, but which would probably not repeat themselves in any other theater? (Express a careful, detailed opinion on this point.) Could this possibly be remedied by some adaptation of present equipment?

(q) *Excess issue to QM units.*—Examination and verification of any amounts of excess organizational or individual equipment in unit; reason for the need of excess?

(r) *Additional equipment authorized the unit by theater of operations.*—To what units of this type does this apply; what is the need behind authorization?

2. The methods which may be employed to get information on the points in paragraph 1 above are as follows:

(a) *Observation.*—The first and best method of obtaining information. Observe the unit in operation; keep notes on what you see; obtain from the unit commander or others, clarification on points observed. Subparagraphs of above paragraph 1 which contain subjects about which information may often be advantageously obtained by personal observation are: (a), (b), (h), (i), (j), (k), (l), (m), and (q).

(b) *Discussion with unit officers and key NCO's.*—Remember that, while you have had some training in the functions of QM units, you are not experienced in

actual operations under theater conditions. Therefore, try to get as much discussion by the unit commander, his platoon leaders, and key enlisted men as possible. They are one of your best sources of information, and their suggestions are valuable. Try to keep discussion running along the points related to your mission in the theater. Find out what conditions actually are, not what the manual says they should be.

(c) *Interviewing the men.*—Talk with, but do not cross-examine or formally interview the enlisted men in the unit. Do this while they are performing their regular duties, if possible. Data on the adequacy of their equipment can be developed very readily by this method.

(d) *Field tests.*—It may become necessary or desirable to test equipment, or make special field studies of operations, using regular statistical methods. If so, be sure to coordinate such work with whatever corresponds in the theater to a research and development branch.

3. *Reports.*—Three regular reports will be required from allowance liaison officers.

(a) *Consolidated units report.*—Made when all of one type of unit has been covered. Contains recommendations made in accordance with section III, paragraph 11. These reports should be followed through all the echelons of command by the field observer as outlined in section III, paragraph 12.

(b) *Monthly progress report.*—This report should cover your itinerary and should include only salient details of the plans and methods which you are using. This report should be submitted through channels.

(c) *Special reports.*—Reports covering subjects not directly concerned with your assigned mission. These reports, submitted through theater channels, should cover such points as recommended changes in design of Quartermaster equipment, weaknesses of equipment, data on Quartermaster operations, efficiency and procedure which should be made available to other theaters, etc. (See par. 4, this section.)

4. *Liaison with other sections of the requirements branch, and with other branches.* Much of the information you gather as allowance team officers will be of distinct value to other parts of the office of The Quartermaster General. Data should be gathered with this additional interest in mind. For example, in paragraph 1 above, the Research and Development Branch, Military Planning Division, would have an interest in any information on points (h), (i), (j), (k), (n), and (p). The Commodity Sections of the Requirements Branch would be interested in points (f), (g), (h), (i), (k), (l), (m), (n), (o), (p), (q), and (r). Any information which in your judgment should have the attention of other branches of Military Planning Division, or of other sections of Requirements Branch, should be forwarded to office of The Quartermaster General through channels.

SECTION V—FACTS, POLICIES AND GUIDES

1. There are four methods of correcting T/O & E deficiencies:

(a) *Unit special list of equipment.*—A unit special list of equipment is used to amend the authorized equipment contained in a specific unit T/O & E, and requires

War Department approval. A unit special list of equipment is prepared for one unit only (sometimes more, if circumstances indicate). The title of a unit special list of equipment contains the designation of the unit for which it is applicable, i. e. "Unit Special List of Equipment for the 9999 QM Graves Registration Company T/O & E 10-297." A unit special list of equipment is prepared because a particular unit operates under unusual circumstances which necessitates special equipment. These circumstances may be climatic conditions, geographical conditions, or assignment of a mission not contemplated in the functions assigned to the unit in its T/O & E.

(1) The following is a typical example:

The unit operating under semipermanent conditions is assigned several $\frac{1}{4}$ -ton trucks. Normally, these trucks are authorized only one drum, gasoline, 5-gallon, each. It is necessary for these trucks to make extended trips where it is not feasible to refuel enroute, and the gasoline contained in the gasoline tank, plus the one 5-gallon drum, is not adequate for the round trip. The unit special list of equipment should authorize the additional gasoline drums necessary.

(b) *Standard list of equipment.*—A standard list of equipment is an amending authority to a specific T/O & E and requires War Department approval. A standard list of equipment is prepared when it becomes apparent that a condition exists throughout a theater which affects all units of a certain type in that theater. An approved standard list of equipment will bear the title "Standard List of Equipment, QM Bakery Company, T/O & E 10-147"—X. The "X" represents a code

number that will be assigned by the War Department. This list will then be applicable to all QM bakery companies *in this theater*. Additional bakery companies departing for this theater will be equipped in accordance with the standard list before embarking in the Zone of the Interior. The Zone of Interior will compute maintenance requirements on a standard list and authorize the theater a sufficient stock level to properly provide for replacement issues.

(c) *Changes to T/O & E's*.—Tables of organization and equipment reflect the normal personnel, organization, and equipment required by an organization operating under normal conditions. The T/O & E, therefore, is a document that can be used anywhere in the world. There is a tendency for individuals in each theater to believe that the conditions under which they operate are peculiar to their theatre alone. As far as QM organizations are concerned, this is seldom the case. The QM universally performs a supporting service for the Army. The conditions in one theater are therefore likely to be similar to the conditions in another, insofar as operations are concerned.

(d) *Operational project equipment*.—When, because of peculiar operating conditions, a unit (or units) is required to perform a mission not contemplated in the assigned functional duties of the unit, any additional equipment requirements should be provided for by the theater or task force commander if practicable. If the conditions are not anticipated, the unit commander should request the required equipment, stating justifications therefor.

(1) The following is a typical example:

A QM gasoline supply company is required to establish a class III supply dump in a swampy, wooded area. Engineer troops are not available to clear the land and establish the base. A bulldozer, tractor, and a power saw are obviously required to accomplish the mission. An operational project list of equipment should be prepared, if possible, in advance.

(2) The theater commander can approve the necessary operation projects equipment. The equipment is furnished from class IV theater stock. No replacement maintenance is set up for this class of supply. Operational projects equipment is authorized for only as long as the theater commander considers necessary, and should be used for temporary operational problems only. Upon the completion of the job for which the equipment was issued, the equipment should be returned to theater stock.

(e) *Choice of amendment method.*—Careful consideration should be given as to which of the above methods should be employed to effect necessary changes. If you are not sure, yourself, report your best thought on the matter, with the reasons behind it; it will be carefully considered and the decision made in OQMG. The War Department will welcome *all* constructive recommendations. When circumstances are such that a recommendation cannot be approved, the War Department will nevertheless consider the information of value in that it reflects the thought of the theater. Very frequently a pertinent recommendation may not be approved immediately, but eventually may be recommended for inclusion in applicable T/O & E's.

SECTION VI—REFERENCES

1. AR 310-60 prescribes the format, and limitation of tables of organization and equipment, tables of clothing and individual equipment, tables of distribution, and tables of allowances.
2. WD Memorandum No. 310-45, Subject: "Instructions Covering Preparation and Use of Special List of Equipment," dated 2 May 1945.
3. WD Memorandum No. 310-45, Subject: "Procedure for Processing Special List of Equipment," dated 3 May 1945.
4. WD Memorandum No. 310-45, Subject: "Theater Table of Allowances for Bulk Allotment (Theater Overhead) Personnel," dated 9 May 1945.
5. AR 850-25 prescribes regulations regarding development and standardization of types of equipment.

SECTION VII—QM T/O & E's

1. The Quartermaster General is not responsible for preparing T/O & E's for all QM units. Some are the responsibility of the CG, AGF or the CG, AAF. Although The Quartermaster General is primarily interested in the QM units for which he has this responsibility, he is also vitally interested in *all* QM organizations. The CG, AGF and the CG, AAF will welcome constructive recommendations pertaining to QM units under their jurisdiction. Where practicable, therefore, comments, suggestions or recommendations concerning these AGF and AAF, QM units should be included in your work.

(a) The T/O & E's for which the Quartermaster General is responsible are as follows. It is suggested that, if practicable, organizations be studied in the order named:

<i>T/O & E No.</i>	<i>Organization</i>
10-147-----	QM Bakery Company.
10-147S-----	QM Bakery Company, Mob (sp).
10-77-----	QM Gasoline Supply Company.*
10-377-----	QM Base Pet Sup Company.
	*(T/O & E 10-337 should be considered and recommended wherever possible).
10-237-----	QM Salvage Repair Company.
10-167-----	QM Laundry Company.
10-297-----	QM Graves Registration Company.
	(T/O & E 10-298 should be considered and recommended wherever possible).
10-520-1-----	Headquarters and Headquarters Company, QM Base Depot.
10-367-----	QM Base Depot Company.
10-317-----	QM Base Salvage Repair Company.
10-387-----	QM (Base Depot) Supply and Sales Company.
10-217-----	QM Refrigeration Company (fixed).
10-67-----	QM Service Comuany.
10-157-----	QM Sales Company (mob).
10-257-----	QM Fumigation and Bath Company.*
10-177-----	QM Sterilization & Bath Company.*
	*(T/O & E 10-257 should be considered and recommended wherever possible).
10-97-----	QM Remount Troop.
10-500-----	QM Service Organization.
	(The various cells of this table should be considered concurrently with standard tables having comparable missions).
10-276S-----	QM Hq & Hq Company, Engr Special Brigade.
10-37-----	QM Truck Company, Heavy.
10-536-----	Hq & Hq Detachment, QM Battalion (Squadron).

10-247----- QM Refrigeration Company (mob).
 10-347S----- QM Large Drum MFG Company.
 10-547----- QM Petr Prod Lab.

SECTION VIII—FORMAT

(1) The various types of special lists of equipment and changes thereto will be prepared in the following manner:

(a) Unit special lists of equipment.

1. Unit Special List of Equipment for the ----- QM Laundry Company

T/O & E 10-167, QM Laundry Company, dated -----
 ----- 1944, as changed by C 1, dated -----
 -----, 1944, is amended as follows in so far as it
 pertains to the above unit.

----- FEBRUARY 1945.

1	2	3	4
Item	Deletion	Addition	Basis of distribution and remarks

QUARTERMASTER

Organizational equipment

Can, water, 5-gal	—	4	
Drum, gasoline, 5-gal	—	1	1 per truck ¼-ton

(b) Standard Special Lists of Equipment:

2. Standard Special List of Equipment No. 10-167-(1) for QM
Laundry Company

--- FEBRUARY 1945.

T/O & E 10-167, QM Laundry Company, dated ----
----- 1944, as changed by C 1, dated -----
----- 1944, is amended as follows:

1	2	3	4
Item	Deletion	Addition	Basis of distribution and remarks

QUARTERMASTER
Organization equipment

Can, water, 5-gal	—	4	
Drum, gasoline, 5-gal	—	1	1 per truck ¼-ton

(NOTE.—The title of all standard special lists of equipment will contain, in numerals, the applicable table of organization and equipment number and a suffixed parenthetical numeral starting with number one. This is a code designation, the significance of which is disclosed to the interested agencies by an appropriately classified letter.)

**3. Change No. 1 to Standard Special List of Equipment,
10-167-(I)**

T/O & E 10-167, QM Laundry Company, dated
----- 1944, as changed by C 1, dated
----- 1944, and amended by Standard
Special List of Equipment No. 10-167-(I) for QM
Laundry Company, dated ----- 1945,
is further amended as follows:

-- MARCH 1945.

1	2	3	4
Item	Deletion	Addition	Basis of distribution and remarks

Engineer

Electric, lighting equipment Set No. 3, — 1
3-KVA

QUARTERMASTER

Organizational equipment

Can, water, 5-gal 2 —

The commanding general of each major command will be responsible for the numbering of the standard special lists of equipment pertaining to his command.

**4. Change No. .. to Unit Special List of Equipment for the
----- QM Laundry Company**

T/O & E 10-167, QM Laundry Company, dated
----- 1944, as changed by C 1, dated
----- 1944, and as amended by AG let-
ter, file -----, is further amended as follows:

-- FEBRUARY 1945.

1	2	3	4
Item	Deletion	Addition	Basis of distribution and remarks

Engineer

Electric, lighting equipment Set No. 3, — 1
3-KVA

QUARTERMASTER

Organizational Equipment

Can, water, 5-gal 2 —

(NOTE.—Any change to a Unit Special List of Equipment will be known as
“Change No.”.)

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